

The mediating effect of employee commitment on recruitment process towards organizational performance in UAE organizations

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ABSTRACT

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The primary objective of this paper is to investigate the impact of the recruitment process on the organizational performance. It has been hypothesized in this study that an effective recruitment process could enhance the organizational process. After critically reviewing the literature, the study finds employee commitment as a key factor which affects the relationship between recruitment process and organizational performance. Therefore the second objective of the current study is to investigate the mediating role of employee commitment in the relationship between recruitment process and organizational performance. The data is collected from 247 employees of Fujairah National Group of UAE and the structural equation modeling using AMOS is used to analyze the data. The findings of the study show a great deal of agreement with the results. The findings of the study will be helpful for HR practitioners, policymakers and researchers in understanding the relationship between employee commitment, recruitment process, and organizational performance.

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1. Introduction

Recruitment is considered as a fundamental role and function of human resource management, it indicates a comprehensive program of choosing, attracting, acquiring, and appointing sufficient candidates for jobs (both temporary and permanent) in the organization. Furthermore, the recruitment process could indicate the programs concerned in selecting people for unpaid posts, such as the unpaid trainee role or the voluntary role. Recruitment and selection process are considered as an important activity and as one of the human resource management functions; it positively influences the organizational performance particularly in realizing its eventual and ultimate goals and targets (Basheer, 2017; Basheer et al., 2015; Costello, 2006; Siam, 2017). Recruitment and selection process could play a pivotal role in molding and shaping the performance, effectiveness, and validation of an organization, if the organizations have the ability to obtain and acquire workers having relevant skills, knowledge, and efficiency as well as they could accurately predict their future abilities.

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Recruitment and selection process is one of the factors that influence economic freedom and affect the performance of the organizations. The postmodern era of business has indicated that the employees are an asset and an organization should be careful in selecting the pool of employees (Highhouse et al., 2015). The United Arab Emirates is an extremely diverse country which is accepting more than 95 percent of her labor from international countries. In such a diversified, culture and business environment, recruiting qualified job applicants becomes a vital process because several large organizations in this country have difficulty in collecting skilled employees who can satisfy their managers and shows a high level of performance which is reflected on the productivity of local organizations in UAE (Humburg & Van der Velden, 2015). Another issue is the dissatisfaction among local and international employees, as internationals, because of the high level of skills and low-cost labor are occupying a major portion of private sector whereas, local residences are facing with competitive market. In such a unique environment, employee commitment is one of the conditions of an effective recruitment process (Mellahi & Wood, 2002). Organizational commitment is defined as the commitment by attending work regularly, working a full day and willing to do extra works, and become part of the vision and mission of the institution (Imran et al., 2017b).

The purpose of this study is to examine the mediating effect of employee's commitment on recruitment process towards organizational performance in UAE organizations and to test the model fit of theoretical framework constructed from three variables (recruitment process, employee's commitment, and organizational performance).

2. Literature Review

2.1 Organizational Performance

Organizational performance means the transformation of inputs into outputs for achieving certain outcomes (Imran et al., 2017a; Imran et al., 2018a; Imran et al., 2018b; Tsourela & Roumeliotis, 2015). With regard to its content, performance informs about the relationship between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved the outcome (effectiveness) (Chen et al., 2016). Carton (1996) describes it as “organization performance can be judged by many different constituencies and resulting in many different interpretations of successful performance”. However, according to Li et al. (2006), market-oriented goals, combining with a financial goal is the main element to measure the organization performance. When market-oriented goal and financial goal are achieving the forecasting set by the company, it means that there is a well organization performance. Therefore, the organizational performance in financial perspective depends on the value creation for stockholders. The value creation is the fundamental of overall performance principle to the organization. In another perspective, as indicated in the literature (e.g. Hilman & Siam, 2014; Parast & Adams, 2012), organization performance can be defined based on two characteristics which are “the ability to maintain long-term profitability and market share” and “the relative competitiveness compared with other businesses”. According to Hamann et al. (2013) the organization's performance consists of four dimensions, which are “profitability, liquidity, growth, and stock market performance”. Other than profits, performance can be measured based on the cash flow and rate of return. Operating ratios collection return on equity, net profit after tax (NPAT), and other relative measurements could be the best relative measurement for organizational performance (Ahmad et al., 2017; Richards et al., 2008). Other than that, Siam (2017) pointed out that organizational performance could be measured based on short-term and long-term performance. For short-term performance, it can be measured based on the level of productivity, level of inventory (the less inventory, the higher performance of organization), and the cycle time (as much as cycle time can be reduced, the level of organization performance is high). Long-term performance can be measured based on the level of market shares, and profits that obtained by all supply chain involvement. In terms of nonfinancial measurement, the performance of the organization can be measured by looking at the quality of the product, system flexibility, and the efficiency of the process. Great performance in the supply chain is based on the excellent production process in chain

activity (Garengo et al., 2005). Besides, another nonfinancial measurement for organizational performance can be a measure of the level of customer satisfaction. When the level of customer satisfaction is high, it can be considered as the high level of organization performance. Basically, product value, quality of the product, customer requirement, and capturing loyal customer are the dimensions to measure the customer satisfaction (Tsourela & Roumeliotis, 2015). The performance of an organization is at heart of any profit or non-profit organization (Ahmad et al., 2017). In the post-modern era of business, where human resource management has emerged as a key strategic area and one of main determinants of organizational success, the organizations are paying increasing attention on the improvisation of human resource practices such as recruitment process to achieve the targeted performance. Along with the employees who have been the key focus of organizational strategic fit, the increasing rate of employee turnover has forced the firms to pay attention on commitment of employees (Mahmood et al., 2016; Tsourela & Roumeliotis, 2015). Many prior researches have argued employee commitment as a key factor of organization performance. Meanwhile, it is also being argued that the success of human resource functions such as recruitment process can be considered as a function of employee commitment.

2.2 Recruitment process and organizational performance

Recruitment is a program of generating and producing a pool of qualified candidates apply for employment in an organization (Bratton & Gold, 2017). This proposes that applicants with qualifications and experience most closely linked to job specifications that may ultimately be selected. When the cost of a mistake in recruitment is high, organizations become concerned. Price and McGillis (2014) stated that the aim of recruitment is to get, at a minimum cost, a number of appropriate and qualified candidates to satisfy the organizations' needs. Recruitment and selection play an important role in molding an organizations performance and effectiveness if the work corporations have the ability to get skilled and qualified workers and could make an exact prediction about their future capabilities. Furthermore, recruitment and selection have a very significant and important role in assuring the individual's performance and the affirmative organizational outcomes. It is commonly said that individuals selection occurs not only to change the departing employees or adding to the workforce but also aims to put in the right place highly performed and committed workers (Price & McGillis, 2014). The following studies show the relationship between recruitment process and organizational performance. Mahmood et al. (2016) examined the impact of recruitment and selection on the performance of public water utilities in Tanzania. The results of the study revealed a statistically significant relationship between recruitment and selection to the organizational performance of public water utilities (Greiner, 2015; Javed & Basheer, 2017). Recruitment is considered as a fundamental role and function of human resource management, it indicates a comprehensive program of choosing, attracting, acquiring, and appointing sufficient candidates for jobs (both temporary and permanent) in the organization. Furthermore, the recruitment process could indicate the programs concerned in selecting people for unpaid posts, such as the unpaid trainee role or the voluntary role. Recruitment and selection process is considered as a very vital and important activity, as one of the human resource management functions; it positively influences the organizational performance particularly in realizing its eventual and ultimate goals and targets (Basheer et al., 2015). Recruitment and selection process could play a pivotal role in molding and shaping the performance, effectiveness, and validation of an organization, if the organizations of work have the ability to obtain and acquire workers having relevant skills, knowledge, and efficiency as well as they could accurately predict their future abilities.

Bratton and Gold (2017) presented that recruitment is a program of producing and generating a group of eligible to apply for an employee to the organization. The process of selection considered as a program in which the managers and others who utilize particular tools and instruments in choosing applicants whether individual or individuals more probable to achieve success in obtaining jobs, legal requirements and the management targets and goals. Recruitment and selection program formulate a fundamental section of the main activities related to human resource management, specifically: development, the reward of the workers and acquisition. It very often formulates a very important and significant section of the

human resource managers' work or particular experts within organizations work. Human resources provide a very competitive edge; thus, it should be chosen strictly and carefully and should be developed to achieve the commitment of employees (Storey & Hummer, 1995). However, some non-specialists and the line managers often take the decisions of recruitment and selection (Basheer et al., 2018). Subsequently, there is a very important sense and recognition in which it is the whole managers are responsible for, and where the departments of human resource occur, this might be that managers of Human Resource (HR) who actually playing more than a supporting and consultative role to the individuals who work and supervise with new employees.

Furthermore, the situation in recruitment and selection as the particularized HR managers (or even the consultants from outside the organization) could be a substantial store of up-to-date skills and knowledge, for instance on the significant legal dimensions of this field (Mavis et al., 2014). In some organizations where the volume of recruitment is high, it is common to find a multi-tier recruitment sample where the various sub-functions are being grouped together in order to achieve efficiency. According to Breugh and Starke (2000), the recruitment process is a program of producing and generating groups of qualified candidates for employment to any organization. This proposes that qualified and expert's applicants are most closely linked to the specifications of a job that may ultimately be chosen. When the cost of a mistake in recruitment is high, organizations become concerned. The goal and aim are to get, at a minimum and lower cost, an amount of appropriate and adequate candidates in order to satisfy the organization needs. An organization engages the candidates by recognizing, using and evaluating the best and proper sources of the applicants (Armstrong, 2006).

According to Gatewood et al. (2015), recruitment is a series of programs and activities used legally to get an appropriate number of sufficient applicants at the right time and place in order to allow both the applicant and the organization to choose and select each other for their best and optimum interests. Goldstein et al. (2017) stated that recruitment is a program to attract a group of qualified applicants in order to nominate the top one amongst them. In "the past practice in personnel management in the Nigeria civil service: procedures and issues" the detained recruitment as a program that begins when a highly interested applicant in a specific organization and in a job starts to write the application while the program ends at the time the organization received his application. With the increasing of an oversupply of unskilled applicants (Nzukuma & Bussin, 2011), furthermore, it is supposed from the employers to be very careful before selecting any applicants.

Mathis and Jackson (2006) defined selection as a program of selecting the most adequate applicants. They considered the selecting program guided by predetermined selection criteria such as job specifications, and job descriptions. Odeku (2015) pointed out that the aim of the selection program is to match and assert the applicants' capacity, skills, experience, and knowledge with the requirements of a job in a legal and fair manner. This indicates that the panels of selection, now in their consideration for choosing qualified applicants. Likely the most important and significant question in this field is to find the purpose of the employer engaged in the efforts of selection. Thus, recruitment is an expert and very specialized domain in practices because it includes methods and techniques that would properly recognize and identify the skilled applicants and quality pool.

It is probable that the employers recognize the candidate's value who have soft skills such as team leader or interpersonal (O'Reilly & Pfeffer, 2000). Several companies such as the international and the multinational organizations enroll individuals of various nationalities, are likewise worried about whether or not the candidate suits the general company culture (Turner & Bogue, 2010). In selection programs, organizations commonly utilize methods such as the application forms, the formal tests, interviews, official transcripts, and evaluation centers. A corporation usually needs to choose procedures and methods most suitable to the job posts. In general, HR experts driving the staffing program to realize the business requirements and the skills levels offered by every new recruit would probably be evaluated better if the executive managers participated in the recruitment and selection program. In the policy of the business

enforcement, managers' participation in the whole staffing program (e.g. setting selection criteria, the job descriptions drafting and to be on the recruitment panel) is important to ensure recruitment and selection to accomplish the business needs. It can be said that the line managers are the leaders in the recruitment and selection program together with HR that play the facilitator role.

Saridakis et al. (2017) stated that an employee's recruitment and selection is the most significant job of a human resources. CIPD (2009) suggested that efficient recruitment is very crucial and central to the daily and functioning success of the whole organizations. Recruitment success is based on finding individuals with the best qualifications, skills, and expertise to deliver the corporation targets as well as the ability to make an effective and positive contribution to the organization values and objectives (CIPD, 2009). Rudolph et al. (2017) classified some of the problems that affect recruitment and selection process such as, the pressure increases for employment, recruitment, and delegation of the recruitment function and the utilization of the informal sources. These problems are unfortunately the result of an inappropriate usage of the job description and the standard of employee requirements in the recruitment program. Lin et al. (2017) argued that the most widespread problem in the recruitment and selection process is the weak Human Resource strategies. This is common even with the practices of recruitment and selection.

The decisions of appointment are the most significant things managers have to make; they affect the ability and strength of managers to achieve goals, the well-being of the all team, and the quality of services or products delivered to the customers. Former researches showed that the HR managers' competency level has the main impact on recruitment and selection as well as experienced HR scholars within the HR department would not only reduce the duration of the vacancy but will also upgrade the applicants' quality. Furthermore, the effective recruitment and selection are potential only if there is a competent HR team (Lin et al., 2017). In selection programs, organizations commonly utilize methods such as the application forms, the formal tests, interviews, official transcripts, and evaluation centers. A corporation usually needs to choose procedures and methods most suitable to the job posts. In general, Human Resources experts driving the staffing program to realize the business requirements and the skills levels offered by every new recruit would probably be evaluated better if the executive managers participated in the recruitment and selection program. It outlines the essential tasks and duties required from new job applicants and defines the main responsibilities that are expected to be aware by the employee. Job specification is the second step in the recruitment process which establishes the main qualifications and experience required from applicants for a new job and employer needs.

Job analysis is considered as the first stride in the recruitment stage and it usually occurs when the organization takes a decision in fulfilling a vacant post. It has a central correlation with the work and directing employees towards organizations' goals. Job analysis also clarifies the job requirements and how a certain job suits with the organization's structure, which later attracts the suitable candidates (Viswesvaran & Ones, 2017). Employee are being considered as the hallmark of organizational success (Helmreich & Merritt, 2017). The recruitment process of any employee has significant impact on employee performance and organizational performance (Shin & Konrad, 2017). The organizational performance is a vast concept that includes many measures such as market performance, financial performance, operational performance, etc. (Helmreich & Merritt, 2017).

Organizational performance is influenced by a number of factors such as the performance of its departments (Helmreich & Merritt, 2017), the execution of key strategies such as total quality management and supply chain management (Shin & Konrad, 2017) and the performance of strategic business units and there many other factors which are offering systemic risk to firm (Shin & Konrad, 2017). Therefore, the current study is hypothesizing the following relationship between recruitment process and firm performance.

H1: There is a significant positive relationship between the recruitment process and organization performance of employees working in Fujairah National Group of UAE.

2.3 Recruitment process and employee commitment

Organizational Commitment is defined as the commitment by attending work regularly, working a full day and willing to do extra jobs, and feeling to be part of the vision and mission of the institution. Employee's work-related behavior in an organization is commonly caused or affected by the commitment given by the employees to the organization, Lecturers engaged in positive behaviors such as citizenship behavior and high work performance when they are experiencing high organizational commitment (Imran et al., 2017c). Chung and Enderwick (2001) relate these behaviors and changes to be beneficial for the organization as a whole. A high work performance from the lecturers will ensure higher number and better-quality researches produced, and in return, this secures higher research funding and a better position for the rankings of the universities (Mahmood et al., 2016).

According to Armstrong and Shimizu (2007) the commitment in terms of both the employee and the organizational is linked with the hiring philosophy and employment policies of the organizations. They argued that, the true desire of any employee to remain as an integral and active part of any organization can be identified and traced at the time of recruitment. Brown et al. (2011) argued that the recruitment process has significant impact on the success of any organization. They also argued that recruitment process is at the heart of employee commitment which indirectly affect the organizational performance. The recruitment process of any organization provides an opportunity to the organization for gaining an in-depth insight about the skills and competencies of any employee which is becoming part of the organizational culture, and also offer an equal opportunity of evaluation to the newcomers. In this way, a synergic relation may have been developed which, in turn, enhances employee and organizational commitment.

According to Gilani and Cunningham (2017) in every job there are many phases in which a through analysis of the job has to be realized by defining the requirements, preparing the job specifications and descriptions, setting the employment terms and conditions, attracting the candidate's interests and reviewing and assessing the alternative sources of the applicants inside and outside the corporation. The job analysis program usually produces information which is transformed into the substantial productivity of the job description and the individual specification that is what should be completed and who is doing it before the recruiting of an existing or a new post. It is very essential to save and invest time in collecting the required information about the kind of a job since it records the related personal attitudes and qualities as well as the knowledge and skills in demand for a job (Royce, 2007). The engagement, loyalty and commitment of any employee are functions of recruitment process. Therefore, the current study is hypothesizing the following relationship between recruitment process and employee commitment.

H2: There is a significant positive relationship between the recruitment process and commitment of employees working in Fujairah National Group of UAE.

2.4 Employee's Commitment and organizational performance

Organizational commitment reflects the intention and self-efficacy of an employee in taking into own responsibility the vision and the mission of an institution. According to DeCotiis and Summers (1987) employees tend to relate the values of the institution and their contributions to that intention. The responsibility and effort portrayed by the employee in performing work-related tasks depend on the level of commitment they have in themselves (Lee & Steers, 2017). The effort of lecturers in providing continued support and service to their institutions in achieving the future goals of the institutions is highly influenced by their organizational commitment. The perception of the employee that their work is valued and the positive attitude they acquire from the trust that the organization cares for the 16 employees encourages the employees to work harder and give a better commitment to the organization (Miah & Bird, 2007). According to Lee and Steers (2017), a committed employee has a high tendency to be willing to produce extra products through expanding creativity and innovation in their day to day work, which in

return keeps the organization competitive. Research conducted in the university context approves this idea, where lecturers with higher commitment levels are found to be performing better compared to lecturers with less commitment to the institution (Bullock et al., 2015). Organizational commitment is highly influenced by the fairness of the procedures and distribution of rewards, based on fixed appraisal system increase (Sirdeshmukh et al., 2018). In other words, lecturers that sense bias in terms of procedure implementation may cause unwanted reactions such as the reduction in commitment at the workplace. The perception of the fairness is important because, even when unfair or bias practices take place in the appraisal process, the perception of a fair and just process allows lecturers to accept the outcome given and remain committed to the institution. In addition, employees will also maintain a good relationship with the management and supervisors due to the acceptance of the fairness of the process and distribution methods.

Lee and Steers (2017) defined organizational commitment as an individual's bonding and involvement in an organization. Therefore, for an employee to attain organizational commitment, the employer needs to play a role in ensuring engagement happens. Lee and Steers (2017) highlighted three essential components pertaining to commitment, which are trust and organizational values, readiness to strive for the organization and high devotion to remaining in the organization. Hence, commitment is not only limited to trust and feelings but also through an individual's behavior. According to Meyer and Allen (1991) commitment is the individual's high acceptance regarding the organizational objectives and values, as well as the individual capability to endeavor and be retained in the organization. Martin and Nicholls (1987) stated that there are three methods for developing organizational commitment. The first method is through a sense of belonging, followed by 'in love with the job' impression and lastly, ownership feeling. Organizational commitment can be fostered by having the confidence that the work is valuable, being comfortable with the organization, and getting full support from the management. The 'in love with the job' impression can be created by giving opportunity and trust to the employees in performing the tasks, while the ownership feeling can be fostered by involving employees in the decision-making process. Employee commitment can be seen as a key and contributing factor of employee performance. According to Sirdeshmukh et al. (2018) the commitment of employee has significant impact on the performance of organization. Meyer and Allen (1991) argued that the commitment types of employee commitment normative commitment, affective commitment and continuance commitment have significant impacts on the organizational performance. Therefore, to explain the relationship between employee commitment and firm performance the current study has proposed the following hypothesis,

H3: There is a significant positive relationship between Employee's commitment and organization performance of Employees working in Fujairah National Group of UAE.

2.5 Mediating role of employee commitment

In the recent days, the human resource management has gained a strategic importance, organization has started realizing that like other productive assets, employees are also one of the key assets of the company (Meyer et al., 2002). Considering this fact, organizations are more concerned about the recruitment and selection of employees, as commitment is in direct relationship with retention of employees which is subject of great concerns of organizations nowadays (Lee & Steers, 2017).

The recruitment process is a process which is ensure the selection of the right candidates, meanwhile it has significant link with both employee and organizational performance. The available literature on the field of human resource management and organizational performance have offered a consensus on the relationship between recruitment performance and organizational performance. According to Lee and Steers (2017) hiring a wrong employee especially in operation department not only adds the training cost but also results in many costs arising from his/her failure at work.

The commitment of employees has a key issue and the related issues like increasing hiring cost, and high turnover have forced the organizations to be more concerned about the commitment of their employees. The commitment of employee is emerging as key determinants of the performance of any organization (Mowday et al., 2013). According to Mahmood et al. (2016) the recruitment process has significant impact on employee commitment. Thus, we can argue that the recruitment process has significant impact on the relationship between employee commitment types and firms supply chains performance. Therefore, the current study has proposed the following hypothesis:

H4: The Employee's commitment mediates the relationship between recruitment process and organization performance of Employees working in Fujairah National Group of UAE.

2.6 Research framework

The resource defense theory is used to develop the conceptualize model of the current study. Resources Base Theory (RBT) implies that organizational internal resources capabilities are the basis for the firms to earn above average return and determines its competitive advantage (Lin & Wu, 2014). According to this theory, differences in firm performance across time are due primarily to their unique resources and capabilities rather than to the industry ecosystem. RBT focuses on developing firm internal resources, in which firms acquire different resources and develop unique capabilities, and that difference in resources and capabilities are the basis for firms to earned competitive advantage (Armstrong & Taylor, 2014).

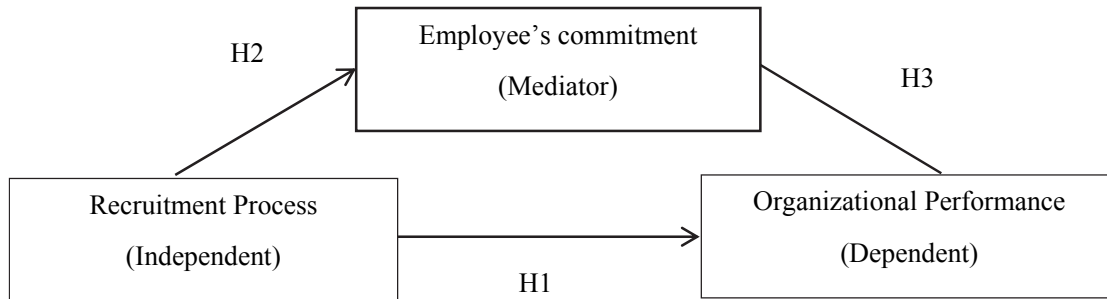


Fig. 1. The mediation model (Recruitment Process, Employee's commitment, and Organizational Performance)

3. Data Collection Procedure

The data of the current study is collected from the employees of Fujairah National Group via mail survey and face to face interaction. The instrument was developed from the prior studies of Mahmood et al. (2016) for employee commitment, the measurement of recruitment process is adapted from Humburg and Van der Velden (2015) and Noe et al. (2006). Whereas the measurement of organizational performance is adopted from the study of Kessler et al. (2004). The detailed instruction was provided by the resource person to the respondents regarding the filling of the questionnaire. The questionnaire was distributed among 457 respondents and final sample comprises of 247 people. To ensure that the questionnaire is properly filled they were checked, in front of respondents. The response rate is 54 per cent.

4. Results and Discussion

The model of the study has undergone the model fit and confirmatory factor analysis. The item with the loading of less than 0.60 is dropped from the final analysis. The value of chi-square is 129.103, and the value of the degree of freedom 80, which indicating the fact that the CMN/DF value of 1.614 is acceptable. The values of model fit indices CFI (0.973), PCLOSE (0.873), and RMSEA (0.041) are above the threshold values and the model indicates a good model fit. Fig. 2 shows the results.

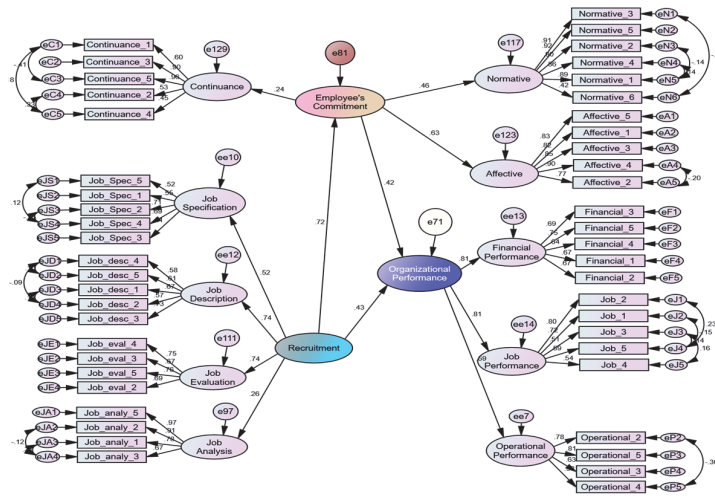


Fig. 2. The results of testing the hypotheses

Table 1

Standardized and unstandardized regressions (independent, mediator, and dependent variable)

Hypothesis	Latent variables independent, mediator, dependent	Standardized Estimates	Unstandardized Estimates	R	Sig.
H1	Recruitment process → Organizational performance	0.413	1.114	.559	0.010
H2	Recruitment process → Employee commitment	0.723	1.305	4.370	0.000
H3	Employee commitment → Organizational performance	0.415	0.594	2.309	0.021

The first hypothesis of the study is to investigate the link between the recruitment process and organizational performance. The results of the study indicate that the relationship between recruitment performance and organizational performance was positive and significant. Meanwhile, the result of our second hypothesis is also significant positive, which indicates that the recruitment process had a significant positive impact on employee commitment in UAE. The relationship between employee commitment and organizational performance is also positive and significant which is in agreement with our hypothesized results. Table 2 demonstrates the results of the fourth hypothesis.

Table 2

The summary of the results of the fourth hypothesis

	Beta	Standard Deviation	T Statistics	P Values
H4: Recruitment process→Employee commitment→Organizational performance	0.720	0.039	3.816	0.004

According to Table 2, the current study has found the mediation role of employee commitment between recruitment process and organizational performance, hence the hypothesis 4 is accepted.

5. Discussion and Conclusion

The result from SEM output shows significant correlations ($p \leq 0.05$) between the latent variables and suggests strong correlation between recruitment process and employee commitment, which approves the importance of the effective recruitment process on making employees committed to the work as well as bringing qualified and loyal employees to the organization. Based on the data analysis from SEM and Pearson correlations and linear regression analysis, it is concluded that all correlations between Recruitment process, Employee commitment, and Organizational performance are statistically significant and approved in this study. The respondents of the study have shown a great deal of agreement with the hypothesized results. The results of the first hypothesis indicate a positive and significant relationship between the recruitment process and organizational performance. The relationship between the recruitment process and employee commitment is positive and significant. Meanwhile the relationship between

employee commitment and organizational performance are positive and significant. The results of mediation show that employee commitment offers a partial mediation. The findings have revealed that recruitment and selection process could be internally proceeding over promotions and moving out the existing employee or by the referrals from current staff family members and friends. The survey with regard to the four factors of recruitment process showed that currently the practicing of recruitment is not performed well because of weak experience in recruitment by the staff working in the department of recruitment. The staff assured with a high degree of the agreement they need to understand how the job can be fulfilled accurately so that they could give better performance. It is evident that employees in Fujairah National Group (FNG) have received few training sessions in the recruitment and selection department so that they ask frequently about the requirement of the job. It concluded that all employees involved with the writing of job descriptions need for training, accordingly, the analysis of job still requires to be performed, completely. The conclusion was made from the findings of literature that employee's commitment is an important variable that mediates the relationship between recruitment process and organizational performance which was investigated in the survey. A three-component model of Meyer and Herscovitch (2001) that the employee's commitment has become the common and dominant model for studying the workplace commitment.

The conclusion from the empirical survey in the place of this study has revealed that the current employees are loyal to their organizations but there are certain factors that affect their loyalty such as affective commitment, normative commitment, and continuance commitment. With regard to affective commitment, it is evident that Fujairah National Group (FNG) has a great deal of meaning to employees. Despite the positive response on the affective commitment, the normative commitment is not encouraging. People in this organization are afraid of what might happen to them if they quit the job without having another one lined up. Thus, they need job security. It would be very hard for them to leave Fujairah National Group (FNG) right now and this is reflected in their commitment to the organization even if they have another opportunity to change their current job. The employees are staying with this organization because of the necessity of their desire since they have few options to consider leaving this organization as well as the scarcity of available alternatives in the market. Thus, employees do not believe that a person must change his/her organization regularly to secure his life, which shows the importance of continuance commitment to many organizations these days. One of the main reasons people in this organization to continue working is that they believe that loyalty and commitment to one good organization are important. The empirical survey has revealed that organizational performance was influenced by three factors which are financial performance, job performance, and operational performance. With regard to financial performance, it is evident that the financial statements of Fujairah National Group (FNG) are prepared in line with the financial accounting standards and published on regular basis. Furthermore, the capital structure of this organization is appropriate so that the organization has fully utilized the debt facility, all these data show Fujairah National Group (FNG) is doing well with regard to financial performance. People in this organization confirm they were always stay at work in time because their performances were accessed daily by their supervisors. However, most colleagues encourage each other to perform better and they agree that performance review is very important to improve job performance so that they were not able to fulfill their tasks completely and easily. The result associated with operational performance shows a good degree of approval by employees' working in Fujairah National Group (FNG) who receive limited feedback from their managers. Moreover, promotions are not purely based on performance appraisal so that several issues may arise among the staff in the future. Thus, this point may show problems and issues among the staff in the future; the reward and incentive system should be implemented effectively.

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Appendix

Table 1
EFA

		Extraction
The financial statements of the company are prepared in line with the financial accounting standards.	Financial_1	.571
The financial statements are published regularly	Financial_2	.533
The capital structure of the company is appropriate	Financial_3	.638
The company has fully utilized the debt facility	Financial_4	.543
The company returns are profitable relative to its assets	Financial_5	.658
There are adequate company assets	Financial_6	.641
I always be at work in time	Job_1	.567
My performance is accessed daily by my supervisor	Job_2	.706
My performance is limited by poor leadership of my supervisor	Job_3	.560
My colleagues encourage me to perform	Job_4	.573
Performance Review improves job performance	Job_5	.601
I can perform my tasks with difficulty	Job_6	.394
I receive specific limited feedback from my manager on my past performance	Operational_1	.642
I could be more motivated after performance appraisal	Operational_2	.618
Promotion should be based on performance appraisal	Operational_3	.566
Performance reviews provide me with the opportunity to set personal goals	Operational_4	.659
Our company has a reward system that suggests schemes, recognition and financial bonuses for employees showing	Operational_5	.680
The employees are assigned with innovation roles in their job description in our company	Operational_6	.659
The recruitment strategy at my organization needs to describe the job very well	Job_desc_1	.526
All vacant positions should be described clearly	Job_desc_2	.509
Job description increase performance of employees	Job_desc_3	.667
I need to know the job description during my present responsibilities at workplace	Job_desc_4	.574
My organization must use job feedback of standard of performance based on job description	Job_desc_5	.530
All business units at my organization use the same recruitment and selection policy	Job_eval_1	.657
I must understand how the job can be fulfilled accurately to perform in the work very well	Job_eval_2	.559
I have received few training session in the recruitment and selection department	Job_eval_3	.576
I used to ask many time what is required of me by the recruitment and selection policy	Job_eval_4	.727
Before recruiting new employees, I remind myself about the requirements of the job	Job_eval_5	.633
The proper implementation of a recruitment and selection process improves the performance of employees in my	Job_Spec_1	.553
Employees at my organization who score high during assessment perform well in their work and then stay at the	Job_Spec_2	.578
I was asked to answer interview questions but I still need to know what exactly are my duties after the interview	Job_Spec_3	.704
Before a post is evaluated, interviews must be conducted with the immediate supervisor	Job_Spec_4	.616
Before a post is evaluated, interviews must be conducted with the incumbent of the post	Job_Spec_5	.553
It is necessary to conduct briefing sessions before interview on the job post	Job_analy_1	.778
The best way to ensure awareness at all levels of the organization is to conduct briefing sessions with groups of employees on the essence of the job evaluation system	Job_analy_2	.805
The communication process is critical to the successful implementation of the job evaluation system	Job_analy_3	.645
All employees involved with the writing of job descriptions need for training	Job_analy_4	.624
The analysis of job still require to be done completely	Job_analy_5	.874
This organization has a great deal of meaning for me	Affective_1	.741
I would be happy to spend the rest of my career with this organization	Affective_2	.667
I feel like a part of the family in this organization	Affective_3	.790
I feel a strong sense of belonging to this organization	Affective_4	.815
I really feel as if this organization's problems are my own	Affective_5	.763
This organization has a 'sentimental value' to me	Affective_6	.574
I am afraid of what might happen if I quit my job without having another one lined up	Normative_1	.826
It would be very hard for me to leave this organization right now, even if I wanted to	Normative_2	.837
My life would be disrupted if I decided I wanted to leave this organization now	Normative_3	.850
Right now, staying with this organization is a matter of necessity as much as desire	Normative_4	.809
I feel that I have few options to consider leaving this organization	Normative_5	.857
One of the few serious consequences of leaving this organization would be security of available alternatives	Normative_6	.683
I think people these days move from company to company too often	Continuance_1	.593
I do believe that a person must change his/her organization regularly	Continuance_2	.613
If I got another offer for a better job elsewhere I would feel it was right to leave the organization	Continuance_3	.772
One of the main reasons I continue to work for this organization is that I believe that loyalty is important & therefore I feel a sense of moral obligation to remain	Continuance_4	.543
I was taught to believe in the value of remaining loyal to one organization	Continuance_5	.739
Things were better in the past when people stayed with one organization for most of their career life	Continuance_6	.713



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